

Appendix A

Review Process and Team Composition

The review was conducted according to formal protocols and procedures, including an Appraisal Process Guide, which provides the general procedures used by the Oversight program for conducting inspections and reviews, and the Safety Management Review Plan, which outlines the scope and conduct of the evaluation process. Training sessions were conducted to ensure that all team members were informed of the evaluation objectives, procedures, and methods. The evaluation team collected data through interviews, document reviews, walkdowns, observation of activities, and performance testing. Interviews were conducted with Department of Energy (DOE) Headquarters, Oak Ridge Operations Office, and contractor managers, technical staff, hourly workers, and union representatives. Oversight personnel also met with representatives of the State of Tennessee regulators, Environmental Protection Agency representatives, and groups of concerned citizens to solicit their views and share information about the Oversight process.

Basis for the Review

The DOE safety management approach is based on the fundamental premise that line managers are responsible and accountable for managing environment, safety, and health (ES&H) through proper work planning, hazard analyses, and hazard control. The basis for this Oversight review is a conceptual framework that characterizes the objective, principles, and functions that are essential elements of a sound safety management program. This framework can accommodate the wide range of operations, hazards, and management styles at DOE facilities.

Although Oversight uses the same conceptual framework for evaluating performance as it does on a safety management evaluation, a safety management evaluation has a broad scope, encompassing a wide range of site operations and technical disciplines. The focus of this review was selected to provide safety-related information to the DOE Office of Environmental Management, the Oak Ridge Operations Office, current and new contractors, and other DOE sites. This review is focused specifically

on facility disposition efforts at East Tennessee Technology Park (ETTP) and on other areas that were recognized to have deficiencies, such as corrective action programs. This review did not address other aspects of the ETTP mission, such as ongoing waste management activities (including the waste incinerator facility). Similarly, the review did not address ongoing questions related to employee health, which are currently being evaluated by other groups. A number of factors prompted Oversight to focus the review specifically on facility disposition:

- Because of the recent increasing emphasis on leasing facilities to commercial companies, public access to the site has significantly increased, including about 75 people (primarily lessee employees) who have been badged for routine site access. The leasing efforts have brought members of the public inside and in close proximity to potentially hazardous facilities that previously were routinely accessible only to the trained site workforce. ETTP intends to increase the focus on using the site for commercial efforts, thereby bringing additional people to the site.
- The facility leasing and reindustrialization efforts at ETTP have analogues at other DOE sites. For example, a number of other DOE sites have non-DOE tenants or are decontaminating and decommissioning facilities that may be used by non-DOE tenants. In addition, various DOE sites have been increasingly using fixed-price contractors or are implementing efforts to “privatize” activities. These efforts often involve contractual and lease agreement issues, as well as questions about DOE’s liability and the role of DOE and contractors in monitoring safety performance and compliance with requirements. These issues are similar to those faced by ETTP. Oversight’s evaluation of a facility that has been an Office of Environmental Management site for 10 years and that has considerable recent experience with leasing and non-DOE tenants is expected to provide valuable insights to other DOE sites that are, or will be, facing similar issues.

- DOE has recently disseminated a draft order that, when finalized and approved, will identify, establish, and consolidate requirements related to facility disposition. The review of ETTP at this time is expected to provide important baseline information to establish the actions that will be necessary to achieve compliance with the provisions of the new order. This information will be particularly useful in ensuring that DOE and

the new integrating contractor have a firm understanding of the expectations for facility disposition efforts.

- With the changing mission and the preparation for new organizations and contractual arrangements, particular attention is appropriate to ensure that ES&H issues are given appropriate priority and that potential hazards are addressed.

Team Composition

The team members and their responsibilities are as follows:

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Team Leaders

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